

---

**From:** jeffrey E. <jeevacation@gmail.com>  
**Sent:** Tuesday, November 11, 2014 12:55 AM  
**To:** Melanie Spinella  
**Subject:** Fwd:

the march memo. . eileen an question a=d ada should be admin re to grats. just a reminder=

----- Forwarded message -----

From: Jeffrey Epstein <jeevacation@gmail.com <mailto:jeevacation@gmail.com> &=t;  
Date: Thu, Mar 6, 2014 at 9:12 AM  
Subject:  
To: Melanie=Spinella <[REDACTED]> >>

Leon, =br>

As you are well aware, There is little I won't do for you, or at least try to do as a friend, and a great deal that I have already done ( both known and some things that will need to remain unknown.) Our arrangement was for me to architect sophisticated structures that would be beneficial to you. that =s what I have done and will continue do in order to fulfill my=obligations under our agreement. The discovered fact tha= you in reality need an entire family office built from scratch has been trying I =ave already agreed de-facto to try to help. I would suggest that Phai=ons payroll and attention pales in importance to your personal structure,=hich has taken a back seat, Some of my suggestions regarding the Eysium office a=e as follows you will need a budget of 3- 5 million per year. CEO 1 million, =AO new tax person to work with rich, 250. new bookkeeper ,200 =ew paralegal to work with ADA ALan etc , coordinating with Apollo, Akin , paul weiss , new acct openings , sec filings , sales tax review, etc. =AO \$150 . art point person. loan , inventory, purchasing support, \$?? softw=re servers. video conferencing, tax oversight.

=C2 I believe You should rapidly address trustees , gift trust, successi=n, wills of debra and children, , monetization events , cash flow.=etc I can of course share my experiences with you on each issue.

=C2 WIth regard the more pressing issue I am uncertain of just how to proceed. I am torn, as my very strong inclination is not to be=20 involved at all . It is extremely time consuming, delicate, fraught w=th many pitfall many that will make you very upset and a major pain in the ass. =AO I wrote you months ago that the quality of the people involved need to =e upgraded. ( lucky for me these last issues arose way before the begin=ng of my involvement ) I am also aware however of my overar=hing friendship obligations of ok, -given all the complexities =who else can do it? problem.

Your family office needs a daddy. child=en with good intentions are running around , sniping , nitpicking with little direction. As a stopgap measure I am suggesting , we put in Larry Delson to take charge Everyone would report to him. eilee= included. He would however work for me. this is not, by a long shot=C2 my first choice as I prefer only being responsible and standing behind =y own personal work ( ie the word DONE will no longer be transmi=ted to reflect status stated by others )

=With no commitment on my part whatsoever, to do it. So far as I have failed in my attempt in trying to think through the problem creatively=. My organizations handling of the more complex issusses I believe you might find very costly, very ! ( however many structures available some risk sharing,=maybe risk caps ,etc ) but would require my teams doing the work , not your=. Ada should be only a trust, grat administrator. not sure what role you prefer for=Eileen as you hired her initially to oversee investments. whether Ric= your controller stays or not, is not urgent. having Tom

report to a new person, - is. coordination with Suydam Kathy gregory, I wo=ld suggest limiting to one person. The increasing public profile needs to be tak=n into consideration.

talk later..

<=r>--

\*\*\*\*\*

The information contained in this communication is confidential, may be attorney-client privileged, may constitute inside information, and is intended only for the use of the addressee. It is the property of Jeffrey Epstein Unauthorized use, disclosure or copying of this<=r>communication or any part thereof is strictly prohibited and may be unlawful. If you have received this communication in error, please notify us immediately by return e-mail or by e-mail to jeevacation@gmail.com, and destroy this communication and all copies thereof, including all attachments. copyright -all rights reserved

--

please note

The information contained in this communication is confidential, may be attorney-client privileged, may constitute inside information, and is intended only for the use of the addressee. It is the property of JEEUnauthorized use, disclosure or copying of this communication or any part thereof is strictly prohibited and may be unlawful. If you have received this communication in error, please notify us immediately by return e-mail or by e-mail to jeevacation@gmail.com <mailto:jeevacation@gmail.com> , and destroy this communication and all copies thereof, including all attachments. copyright -all rights reserved